STRATEGY RESEARCH PROJECT

TOTAL QUALITY MANAGEMENT:
A STRATEGIC PROCESS FOR FORCE XXI

BY

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TOTAL QUALITY MANAGEMENT: A STRATEGIC PROCESS FOR FORCE XXI

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ABSTRACT

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Seven and a half years after adopting the TQM philosophy, the Army only has a small portion of the organization participating in the TQM process. To meet the Army's current challenges and to enter the 21st century, Total Quality Management (TQM) can become the strategic management process to support an Army ready and able to accomplish its mission. Today, the Army is facing a shrinking budget and personnel drawdowns that are forcing the military to re-examine how business is being conducted at all levels of the organization. Is TQM the management process for the Army's Force XXI? Research has shown, a primary reason for the failure of TQM in an organization is the lack of top down commitment. Does the Army have the top down commitment to support the TQM initiative? With the proper support and training TQM can be the strategic management process for Army but, it will take dedicated commitment from the Army leadership at all levels.

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TOTAL QUALITY MANAGEMENT: A STRATEGIC PROCESS FOR FORCE XXI

SECTION I

INTRODUCTION

The Army leadership has asserted since 1988 that Total Quality Management (TQM) is going to be the Army's strategic management philosophy. Seven years and five months later, the Army is still struggling with the TQM process. Despite this slow start, many advocate that the TQM initiatives will allow the U.S. Army to meet the challenges of today and the future, while creating a culture committed to the continuous improvement of a mission-ready Army. But is the TQM initiative the right process for today's Army and the military strategic leadership? The Army leadership must continue to re-look at new more efficient and effective ways of doing business. Given strong commitment from the top leadership down, TQM can prove to be the strategic management process for a successful Army of excellence, ready and able to accomplish the mission. Corporations who are successfully practicing TQM today enjoy strong commitment and involvement from the senior leadership. The following research will provide insight into whether the U.S. Army has the potential to successfully institutionalize Total Quality Management as the strategic process for the Army of the 21st century.

To meet the Army's current challenges and to enter the 21st century, the concept of Total Quality Management has become a favored philosophy. Today, the Armed Forces are facing a shrinking budget and personnel drawdowns that are forcing the military to re-examine how business is being conducted at all levels. The Department of Defense (DOD) selected TQM to be the primary management process to change the organizational culture and to accommodate a re-structuring from industrial age methods of management into a new and more complex information age. "In August 1988, the Secretary of Defense announced that the Department of Defense would make Total Quality Management its philosophy."[1] "In November 1988, The Secretary of the Army and Chief of Staff of the Army issued a joint message that offered powerful support for TQM: 'TQM is a tool which must become an integral part of every functional activity at all levels, in every organization, government, and industry.'"[2] The Army must not look at Total Quality Management as a new panacea. Rather it is a process that demands commitment from the top leadership down.

Components of the TQM process have been threads through many of our management practices past and present. For example, on the job training, customer satisfaction, continuous improvement of service or product, and leadership within the organization. Our current TQM efforts have evolved primarily from the works of Dr. Edward Deming, who taught Japanese engineers and managers to use quality as a criterion for controlling a system and monitoring it statistically. Deming shared his theories with the Japanese from 1950-1970, but TQM was not being taught or

practiced in the United States during that period of time. In three short decades, the Japanese rose from the ruins of World War II to become an economic giant with quality products that out paced American products in the global market place and even at home in the United States of America. Having another economic giant emerge is always of concern to the U.S., since maintaining a strong economy is a vital interest. This change in the world market place caused the U.S. government and corporations to begin to re-look at how they were conducting business.

"On June 24, 1980, NBC-TV aired a documentary entitled 'If Japan Can...Why Can't We?'"[3] During this same year the United States imported approximately $30.0 billion in Japanese products and only exported about $20.0 billion to Japan. This 1980 NBC White Paper propelled the United States on the new journey toward quality. Today major U.S. corporations have committed to the TQM initiatives. Some of these organizations have been successful while others have failed to establish the TQM initiatives as a part of their organizational culture. Research has shown that successful organizations benchmark against other successful organizations to learn and improve their own management process. Today, the Army is looking to business organizations to glean ideas and practices that will help create a more efficient Army. For example, the United States Army War College is a part of an outreach program which includes representatives from local businesses, that examines efficiencies of management.

The Army refers to their TQM initiatives as Total Army Quality (TAQ). In February 1992, the Chief of Staff of the Army again supported TQM as the Army's

management philosophy: "In October 1992, General Franks mandated everyone would receive TQM training, but an implementation plan was not developed and training did not occur. A revised plan re-scheduled TQM training efforts to begin in 1995."[4]

"According to the Pentagon's Quality Office, the Army's quality staff is crafting a strategic plan that will have a four prong approach to establish a doctrine of change management for the Army. The four prongs will be; (1) organizational assessments; (2) a Department of the Army Executive Steering Committee, to coordinate and maintain a reality check; (3) a comprehensive training approach; and (4) possibly a Chief of Staff's Total Army Quality Award."[5]

SECTION II

TOTAL QUALITY MANAGEMENT: A SUCCESS OR A FAILURE?

"Successful quality initiatives take time. A change to a quality philosophy requires a change in the way people think about themselves, each other, and their work. For that to happen, everything about the organization must change---its values, its work systems, and its power structure. Thus, it is not surprising to hear that true organizational transformation can take decades."[6] The Navy embraced the TQM initiative in 1989 and has been moving forward on its TQM journey since making the commitment. "No other organization the size of the Navy has done more to infuse quality into everything it does."[7] The Air Force is also actively implementing TQM

throughout their organization. In 1991, the National Guard committed to the TQM process; twelve state National Guard units across the country are moving forward with the TQM initiatives. The question is whether the Army is making this commitment throughout its organization? Research is showing that military organizations can implement TQM and benefit from utilizing the process to improve services and maximize efficiencies.

Talking with 30 officers currently attending the U.S. Army War College, who have been assigned to one or both Tables of Organization and Equipment (TOE) and Tables of Distribution and Allowances (TDA) units, the commitment to the Total Quality Management process is not practiced throughout the Army organization. The officers from the TOE units had no knowledge or at most a limited knowledge level concerning the Army's commitment to TQM initiatives. Studies have shown there are commonalties among successful TQM organizations and like commonalties in organizations that are TQM failures.

There are several commonalties among successful TQM organizations. The four mentioned in this paper appear to be the most persistent TQM organization characteristics cited in the literature. First, research has shown organizations that support TQM have a total commitment from the senior leadership down through all the levels of management. Being totally committed means more than merely preaching the philosophy of the TQM. Commitment by the leaders of an organization means "practicing what one preaches," or "walking the talk." "Top leadership are often attracted to TQM for the wrong reasons, i.e., more profit,

possible power. Customers may demand a change or senior leaders may mistake TQM as purely a cost-cutting strategy. Even if TQM is implemented for all of the right reasons, i.e., service improvement, customer satisfaction; often agencies do not know how to support the effort."[8] Based upon my research, I believe top-down commitment for the Army needs to start with the Chief of Staff of the Army and cascade down through his staff and the Command levels. Possibly TQM is not considered by the top leadership to be the appropriate management process for the Army; as is evidenced by the slow process of institutionalization of TQM. Some individuals have the perception that TQM is a soft program, which may not be appropriate for the needs of a military organization. But TQM is not a program. TQM is a process, offering many tools to assist an organization in implementing the entire process. The key is to select the tools that are best suited to the structure of the organization. The organization that is committed to TQM will provide the tools, such as a training program, to ensure the TQM philosophies are understood by all employees.

Second, organizations that are successfully implementing TQM is their "ability" to have a vision. A vision is like a road map that establishes a direction for the organization. In a "TQM organization," everyone knows what the organizational vision is and how they can provide input into the goals that will support the vision. "While the vision is an image of a future state, it is also a process the organization uses to guide future development. An effective vision also requires an implementing strategy or plan to ensure its attainment."[9] "A vision is the first step in the

development of strategies and plans for change, without which, there is no clear direction or end. Once the desired vision has been articulated, then the ways and means to achieve it are identified."[10] The vision is where the TQM strategic process begins.

Third, successful TQM organizations foster team building. It is important for an organization to know both its internal customers and its external customers. Establishing good partnerships and providing for the development and education of the people involved with TQM will enable building teams that are able to work together for the common goals of the agency. Team-building and teamwork are essential components of TQM initiatives; and they improve organizational processes. "This team building effort begins with the top level leadership, where it is typically manifested in an Executive Steering Committee (ESC)."[11] The ESC provides guidance to the organization, encourage bottom feedback, teambuilding, and support continuous improvement of services to meet the needs of the customers.

Fourth, successful TQM organizations empower their personnel. For many organizations, empowerment of employees is a real paradigm shift. "When employees are empowered, we give them the freedom to act responsibly and effectively, not recklessly. We give them the information, knowledge, and skills they need to take responsibility, and to balance the interests of the customer with the interests of the organization."[12] Empowering employees helps to flatten an organization by decreasing the number of supervisory levels needed per work group. Military organizations steeped in tradition and chain-of-command may find

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empowerment out of their comfort zones. Having documented success stories where employee feedback and teamwork have improved a product or service helps by allowing more employee empowerment. Why does total quality management fail? "Some people believe the lack of senior leadership commitment is the primary reason TQM fails. The foundation of an effective total quality management effort is commitment. For the senior leadership to successfully implement TQM, leaders must be committed and openly demonstrate their belief in TQM."[13] "Translating TQM theory into practice will require weaving quality management concepts into the fabric of Army leadership, beginning with the senior leadership and continuing down through the entire structure."[14]

When an organization decides to implement TQM, the reasons for implementing the process may be the wrong reasons for that organization. "The best and only reason to engage in a TQM implementation is to improve the organization's overall performance."[15] Possibly the Army has felt some pressure to implement TQM since the Department of Defense committed to the TQM process in August 1988.

Training is a critical component of TQM implementation. Studies have shown that the lack of a training program or training geared to appropriate levels of the organization may cause the organization to fail TQM implementation. Organizations need to develop a training program that will provide leader training, concept training, and tools training to support the TQM initiatives. The training must be tailored to the different levels of the organization and should be taught by individuals who believe in the process and can motivate others to participate in the process. The Army

currently does not have a training program that encompasses all levels of the organizations.

Although the Army does not have a training program that encompasses the entire organization, the Army has published several documents to support the implementation of TQM. One document is Army Regulation (AR) 5-1, Army Management Philosophy, dated 12 June 1992. Another document is the Leadership for Total Army Quality Concept Plan. "AR 5-1 established Total Army Quality (TAQ) as the Army's management philosophy."[16] "The Leadership for Total Army Quality Concept Plan builds on the foundation laid by AR 5-1 and addresses Army-wide implementation of TAQ."[17] These documents espouse the commitment to total quality management. The documents also support overall improvement of the organization. "TAQ is a comprehensive, disciplined, structured, customer focused, management system which enables people to continuously improve organizations and processes."[18] TAQ will ensure we do the right things, the right way, for the right reason, and continuously strive for product or service improvement.

If an organization treats TQM like a program or the initiatives are perceived by the employees to be a program, the implementation strategies may not be successful. TQM is a process. And, by definition, a process is something going on that is marked by gradual changes leading toward a particular result. The senior leadership should not delegate the oversight of the TQM initiatives to other departments or individuals. The organization's leadership is responsible for the success or failure of the TQM initiatives. TQM must become part of the organizational culture.

Employees need to see the philosophies integrated from the top leaders down to the lowest level of the organization. "When TQM is seamlessly integrated into the way an organization operates on a daily basis, quality becomes not a separate activity for committees and teams but the way every employee performs his or her job responsibilities."[19] A seamless integration occurs when an organization continuously practices the TQM philosophies and everyone speaks the same process language.

To successfully incorporate TQM, an organization cannot take the middle-of-the-road approach. Both leadership and employees must be committed to the process. At this time, the Army does not appear to have a strong TQM charter, which is a key component in successful organizations. No mechanism is in place to track the initiatives up and down the levels of the organizations. Research shows in any organization going through change, there are resisters and blockers at the top that will need to be phased out over time if change is to effectively occur. Organizations always have individuals who challenge change. That is why the supporters of TQM realize it takes time to institutionalize TQM within the organization. The Army is considered to be conservative. With all of its doctrine, policies, and rules, change will not be speedy, nor will it come easily. But, can the Army change old paradigms and move into the 21st century with an institutionalized Total Army Quality? General Reimer, the Chief of Staff of the Army, has said "It is no longer business as usual, we will either become more efficient or we will become smaller".[20]

> In every forum, in every speech, General Reimer solicits the help of his
> audience to come up with innovative ways to help the Army help itself.
> From Pre-command courses to Senior Service Colleges to Four-Star
> General Officer offsites, General Reimer asks for ideas to 'stamp out

dumbness' and streamline operations. He's looking particularly at the application of business practices used successfully by industry. "We must demonstrate in everything we do that we are good stewards of the Nation's resources and the taxpayer's investment in us."[21]

"Two programs have saved the Army millions of dollars. They are the Material Redistribution Centers and the Integrated Sustained Maintenance program."[22] "Creating efficiencies causes some risks and those risks are further budget cuts for becoming more efficient."[23] The government has not been very proactive in offering incentive awards for concerted efforts to be more efficient in the workplace. TQM advocates rewarding such successful endeavors. Returning money saved back to an organization is one way to reward the agency and encourage continuous efforts for improvements. "General Reimer has been successful in returning funds to some facility management areas to provide for better quality of life for the soldiers."[24]

"The U.S. Army Corps of Engineers, Louisville District, has formalized the Total Quality Performance (TQP) philosophy and has developed a Strategic Plan for Quality. This Strategic Plan is based on seven tenets----vision, customer focus, teamwork, leadership, empowerment, continuous improvement, and partnering."[25] So, the Army appears to be conducting TQM initiatives, but not organization wide. The combat arms branches seem mostly uninterested in TQM training. TQM success stories are critical to motivating organizations and showing how the management process can work with the support of senior leaders and a well informed work force.

Clearly, TQM initiatives are occurring within the Army organizations. But these efforts appear to be fragmented and poorly focused. Could part of this fragmentation have resulted from the different names for TQM? We have Total Quality Leadership,

Total Army Quality, Total Quality, and Total Quality Performance. Do all of these advocate the same process? "TQM involves creating substantial improvements in the areas of customer satisfaction, employee satisfaction and well-being, and processes. If the TQM effort is focused, it can be effective and it can provide an organization with a competitive advantage over those organizations that don't implement it."[26] But, each organization should adapt the TQM initiatives that best suit the climate of the organization. Every organization will incorporate the TQM process differently. One size does not fit all.

SECTION III

TAQ: A MANAGEMENT PROCESS FOR THE ARMY OF THE 21ST CENTURY

"America's Army is a partner in freedom which the Nation can count on... A total force trained and ready to fight... Serving our Nation at home and abroad... A strategic force capable of decisive victory."[27] This vision statement appears in the Army Regulation 5-1. "Total Army Quality is designed to channel the energy of every Army organization toward achieving the Army leadership's vision through accomplishment of the goals established in the Army Strategic Planning System."[28] As the Army puts new emphasis on TAQ, the Army must realize we are no longer in the industrial age of management. We have entered the vast expansion of the information age. As a part of a continuously changing environment, the Army needs to have a firm set of values and a core philosophy as part of the organization's

culture. "Today, throughout the world community there is increasing competition for resources. These trends encompass the complex arena of defense and the defense systems as well as other economic complexities."[29] "Accordingly, the Army must shape its culture to ensure that quality becomes the 'business as usual' style of leadership for all Army personnel, uniformed or civilian. Reshaping the Army's culture is the purview of our Army leadership."[30] General Sullivan makes a strong case for a total quality Army:

> Effective implementation requires a clear and unrelenting focus on providing world-class support to internal and external customers; empowering people, improving effectiveness and efficiency; reducing waste and duplication; streamlining organization; and doing the right things, the right way, for the right reason. Training is essential for success--timely training for the Total Army: active and reserve, military and civilian leaders, soldiers and civilian workers. Implementation requires personal participation and full commitment by leaders; it also requires hard work, time resources and the support of every individual and organization.[31]

The Army has an Army Regulation, a Total Army Quality Concept Plan, and a Preliminary Draft Total Army Quality Handbook to assist the organization's leadership in guiding and training the agency's personnel, both military and civilian. So why does TAQ appear to be still floundering in the Army? Is it just a fad that will soon disappear if no one pays attention to it? Does the word quality soften the perception the Army likes to put forth? There may not be a specific answer to such questions. No matter what the reasons are, TAQ is still a relatively unfamiliar process Army-wide, despite Army leaders' advocacy of the philosophy for over seven years. Top down leadership support is vital for the TAQ process to be effective.

I believe there is a resurgence of interest in TAQ in the Army. At a Department of

Defense Reengineering/Benchmarking Conference, Colonel Daniel J. Cleary III gave a brief on the Malcolm Baldrige National Quality Award Criteria and a proposal for adoption of an Army Change Management Doctrine. "He highlighted the Baldrige Criteria as a framework to manage change, a tool for assessment, a means to provide integration, and a common language for: internal/external communication and sharing, and military/commercial alliances."[32] This criteria may establish the common threads needed to support TAQ in the Army.

If TQM (or TAQ, as the Army designates the concept) is to provide the management process for the Army of the 21st century, top down commitment is vital to the success. Many private and governmental organizations have successfully implemented TQM in their organizations. But, just as many organizations have failed in their efforts to implement TQM, mostly because of the lack of commitment by their executive leaders. The world is becoming a global community. Our Army has less and less resources. It is imperative that the Army adopt a philosophy of continuous improvement to enhance overall efficiencies of the organization. "Leadership holds the key to the door of continuous improvement. If it keeps the key in its pocket, the organization has no chance of becoming a quality leader."[33] Total Quality Management is not inconsistent with what the Army already teaches in leadership and management doctrine. Our military leaders are the individuals that will determine whether TAQ is going to be successful organization-wide or be tossed aside for another plan, process, or ideology.

As our leaders are aware, history is certainly a big part of the Army's successes,

especially on the battlefield. Possibly, one of the blockers to accepting TAQ is the inability of a soldier to see how "quality" is relevant to his job or role as a soldier. We are not only an organization to fight wars but also an organization to keep the peace. Providing TAQ training in a language that is better understood by the soldier may be an avenue of approach that has not been explored. Richard S. Maltz instructs "Quality Management" in the Armed Forces and takes the approach of quality leadership as maneuver warfare. Looking at quality management in this respect provides another direction to explore.

> There are similarities between "Quality" and "Maneuver". Each is an entire culture (indeed, the same culture), not merely a doctrine. Each is more a way of thinking about problems than a rote formula for solving them. Each is designed to maximize productivity (combat effectiveness) by more fully (synergistically) utilizing the human resources of an organization. Each is based upon decentralization of the decision-making process ("Empowerment" in the case of "Quality", "Auftragstaktik", or "Mission-Oriented Tactic", in the case of "Maneuver"). Each is based upon speed (timely service to the customer in the case of "Quality", tempo of operations in the case of "Maneuver"). Each is based upon focus of attention on key individuals (serving the customer as opposed to the system in the case of "Quality", and neutralizing the enemy as opposed to seizing terrain in the case of "Maneuver"). Each is based upon identifying and addressing key problems in order of criticality (using analytical models in the case of "Quality", and the principle of "Schwerpunkt", or "Focus of Effort", in the case of "Maneuver"). Each is based upon identifying and accomplishing that which is most readily done first (again using analytical models in the case of "Quality", and the principle of "Flachen and Lusken", or "Surfaces and Gaps", in the case of "Maneuver"). Each emphasizes continuous improvement and innovation. Each eschews rigid dogma. The parallels are limitless. Each is an analog of the other, differing principally in the environment in which it was designed to function (civilian in the case of "Quality" and military in the case of "Maneuver").[34]

The Navy and Marines are exploring "Maneuver Warfare" to see if it fits or parallels their quality program and future missions. The Army may find working with

"Maneuver Warfare" is the concept that will enhance the information age Army and Force XXI, but a method that works for one organization may not work for another.

"The Army's fundamental objectives are mission accomplishment and customer satisfaction through superior performance. These objectives will be achieved through three elements. The three elements are mission and customer, continuous improvement and people involvement".[35] "There are five driving forces to support the objectives: 1 mission accomplishment and customer satisfaction, 2 stretch goals, 3 benchmarking, 4 teamwork and empowerment, and 5 Army performance improvement criteria".[36] "There are also four key performance metrics: meeting mission requirements and customer expectations, quality do it better, cycle time do it faster and people development".[37] Leader support at all levels is vital to ensure goals and objectives are accomplished.

A key factor in making TAQ a process for the total Army is to keep a link with the people. With all of the vast modernization and information surge, people could become the secondary focus. "The senior executive leadership will be the driving force in the dynamic relationship. The systems are composed of process management, human resource development and management, strategic planning and information analysis".[38] Within the boundaries of TAQ the Army is currently adopting the Malcolm Baldrige National Quality Award Criteria to be the Army's change management doctrine. "The Baldrige Award Criteria is a disciplined approach to addressing mission and key customer/operational requirements and is built around cycles of learning".[39] "The Army feels the Baldrige Criteria will be the working tool

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for managing the quality initiatives in a competitive environment".[40] "The Baldrige

Criteria will be able to establishment baseline measurements and measure the

progress of mission requirements, customer expectations, product/service quality,

productivity improvement, waste reduction/elimination, supplier quality, and fiscal

stewardship".[41]

The only way the Army is going to know if TAQ is the right process for the

organization and one that will create an institutional culture that will maintain an Army

ready and able to perform the mission is to put forth a total effort and provide the

support and commitment necessary. Total Army Quality has the flexibility needed to

enhance the strategic decision-making process at the executive leadership level as

well as being able to meet the needs of the operational level of the organization.

The fundamentals of the TAQ process are in place and have been since

November 1988. The guidelines are developed and published but the discipline and

motivation are lacking. Possibly, with new leadership in place and increased

emphasis on joint operations with other Army organizations already practicing TAQ,

the endeavor will take hold and spread throughout the entire organization. The

success stories will be important to help institutionalize the TAQ process. The Army

must remain focused on the plan and not get sidetracked.

"An effective implementation of the TQM process will engage management, focus

on changing behavior at the top of the organization, focus analytical efforts on the

vital few areas with customer impact, examine the values that drive the system, and

use awards to galvanize efforts at improvement".[42] Today, studies have been

conducted and books are being written espousing the success of total quality management. A few of the companies that are successfully implementing TQM or have already implemented the process are Federal Express, USAA, L.L.Bean, Bose, Xerox, Stables and Intel Corporation, just to name a few.

"According to a research study 'Creating Organizational Adaptability and Flexibility', organizations must have flexibility and adaptability to survive and be successful. This study also says three major elements influence flexibility and adaptability, these are: strategy, structure, and individual roles and skills".[43] TQM captures the elements of strategy, structure and individual roles and skills plus others. "TQM is an approach to management that combines 'lessons learned' from both behavioral and scientific management principles. TQM is to 'leadership and management' as 'Maneuver Warfare' is to 'Warfighting': a collection of the most effective theories and approaches of a discipline, consolidated into a single working philosophy".[44] The Army must select those tools that will best support the implementation process and in accordance with AR 5-1.

SECTION IV

CONCLUSION

Total Quality Management can be the strategic management process for the Army of today and into the 21st century. The Department of Defense and the Department of the Army have both stated that TQM will be the management process for both

organizations. The plan and tools are in place to support the TQM initiatives. With a more global community to serve, diminishing resources and a shrinking budget, the Army needs to concentrate on being more proactive, creative, and efficient. Above all, the leaders, especially at the four star level, need to be committed to TQM and to demonstrate that commitment. The TQM commitment must be equally emphasized for both the TOE and TDA units. AR 5-1 provides the vision from which the organizational goals and objectives can be formulated. In "Leadership for Total Army Quality" the Army establishes six enduring imperatives: a quality force, dynamic, realistic doctrine; proper force mix; demanding, realistic training; continuous modernization; and competent, confident leaders. The imperatives can provide a foundation to build the goals and objectives.

There are some paradigms that will have to be changed. The Army training philosophy should be to instill TQM awareness in all training and leadership programs. The Army needs to teach the leadership that understanding management principles will assist in establishing quality improvements and efficiencies. An Army of excellence can be an Army of quality.

Every branch and department in the Army must be included in the TQM process institutionalization. Some of the units have taken a negative view of TQM as a management process for the Army. There is a perception that TQM is a program where everyone comes together to hold hands and get in touch with each other. "These perceptions became apparent during conversations with Army War College students concerning TAQ."[45] The levels of knowledge concerning TQM concepts

went from zero knowledge to a fairly good understanding of the TQM process.

With the resurgence of interest in TAQ and creating efficiencies in the Army, a window of opportunity has opened for the Army to re-direct efforts and get back on track with the quality initiatives. The success of this effort will depend on the focus and direction the leadership takes. TAQ can be the "Northbound Train"[46] for the Army if the leadership is dedicated to the successful implementation of the process.

SECTION V

RECOMMENDATIONS

The following recommendations are provided to enhance the implementation to TAQ throughout the Department of the Army. First and foremost executive leadership must be committed and responsible for the implementation process. The leadership will create their strategic vision and ensure the vision is deployed throughout the Army.

Second, a training program needs to be developed that will encompass all levels of the organization to include the military schools. The training program should differentiate the levels of education necessary for an individual soldier to understand and incorporate the process into his/her area of the organization. Not everyone needs the same level of training and alot of the training can and should be just-in-time training. The training needs to meet the needs of the organization and the individual.

Third, standardize the implementation plan for all areas to ensure the Army vision and primary goals are understood. Everyone needs to be talking the same language and not naming their process something else. Although the implementation plan is standardized, TQM by it's very nature does allow flexibility and creativity, but the basic plan should remain the same across the entire organization.

Fourth, a strong effort needs to be put forth to educate the TOE units, particularly the combat arms units. They can utilize the tools and techniques in their units just as some of the TDA units have embraced TAQ. To have stakeholder buy in, some parallels may have to be demonstrated between "Maneuver Warfare" and TQM of the process for their units.

Fifth, benchmark against some like organizations,(for example the Navy or Air Force, or civilian corporation like Federal Express), that have proven to be successful. This benchmarking effort should include not just the active component military organizations, but also those reserve organizations that are successfully implementing TQM.

Sixth, share resources with other agencies to reduce expenses, especially in the training arena. Every organization wants to establish a quality training center. Why not look at combining some of these efforts like a joint venture? Resource sharing should also include the reserves. The National Guard has a Quality Training Center at their Professional Education Center, Camp Robinson, Arkansas. The Air Force also has a Quality Training Center. Combining the best from these resources could create a more efficient quality organization instead of trying to create more centers.

In the long run, decentralized quality advisors maybe more efficient.

Seventh, it is extremely important to publish or communicate by any means available the success stories throughout the organization. It will be the success stories that will lend credence to the TQM journey. Believing is in many cases seeing.

Lastly, implementing TQM in an organization does not occur overnight. The organization must ensure everyone understands the evolution of the process and the amount of time, which could be a five to seven year period of time, required to change a culture and institutionalize the process. The journey needs to be a joint effort by all of the Army units and organizations.

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